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# DuPont Police Department

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## ANNUAL REPORT

FY 2015

*1780 Civic Drive ~ Suite 100 ~ DuPont, WA 98327*

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## Chief's Message

It is with great pride and satisfaction that I present this annual report to the Mayor, City Council, City Administrator, Police Department employees and citizens of DuPont. The purpose of this annual report is to compare as many statistics as possible from 2014 and 2015. This plan is also a review and update of our police department as well as an analysis of the information collected in 2015.

*Chief Bob Sheehan*

While all of the information contained in this report is very important in order to identify goals and challenges for the coming years, there are some critical areas I would like to bring to your attention.

1. The department three (3) year business plan is nearly complete. The present business plan was scheduled to be completed by the end of 2016. I am proud to report that 95% of the goals have been completed as of the end of 2015. We are presently working on a second business plan to cover the years 2017 and 2018.
2. Accreditation preparation is currently in its final stages. We are scheduled to have the mock assessment evaluation on March 10, 2016 and our final onsite evaluation by WASPC in the first week of April 2016. If we are successful, this will be a tremendous accomplishment for our department and a benefit to the city. Reaccreditation will follow in 2020.
3. After reviewing the crime statistics, it has become obvious that calls for service are increasing on a yearly basis. Some of this is due to proactive police work in the area of traffic enforcement and suspicious person contacts, as well as from the community policing programs. The education of our citizens in how to report crime and suspicious activity is becoming a reality. We will continue work in this area in 2016 through our Community Policing Village Program.
4. At the end of 2015 we completed for the first time both a citizen survey and an employee survey. The results of the citizen survey were very satisfying to me and an indicator that our community outreach programs are working. The employee survey was a great opportunity for us as a department to interact and discuss internal issues. This survey, along with the citizen survey, will help us develop our goals for the next business plan.
5. We are still working very hard to get fully staffed. Presently we have two open commissioned positions. We hope to have both of these positions filled by July 2016,

## CHIEF'S MESSAGE

if not sooner. Our reserve program is up and running with one reserve officer. We will add to this number in 2016.

6. Our equipment/fleet has improved tremendously over last year and we are adding only one additional vehicle in 2016. I would like to thank the Mayor and City Council for supporting the revamping of our vehicle fleet. I would also like to add that we have, with the help of the Finance Department, established a very good vehicle replacement program. Inventory and disposal of equipment has become a reality with the help of Nick Smith of the Finance Department.

In conclusion, my analysis of the end state of the DuPont Police Department in 2015 is that we have made major progress in all areas of policing and meeting our goals. As we transition into 2016, my expectation is that we will continue to be successful in our endeavors. I would like to thank the members of the department for their hard work over the last year as well as other city employees and our law enforcement partners.



Robert H. Sheehan

Chief of Police

February 24, 2016

# DPD MISSION, VISION AND CORE VALUES

## DPD Mission, Vision and Core Values

### Mission

**To be proactive, sensitive and responsive to the needs of the community through professional police services to enhance the quality of life for the City of DuPont.**

### Vision

- ✓ **Lowest crime rate of comparable cities**
- ✓ **Safe community**
- ✓ **Proud citizens and employees**
- ✓ **Best small city PD in the state/country**

### Core Values

**Act with integrity.** We believe that acting honorably is the foundation of everything we do and the basis of public trust. We earn credibility by doing the right thing, being open and honest and actively living our core values.

**Respect for our employees and citizens.** We are guided by the principle that every individual has dignity and worth. We are committed to showing respect and compassion for the citizens we serve as well as for the men and women of our department. We show consideration for all individuals by treating everyone fairly, listening and seeking to understand all viewpoints and appreciating diversity.

**Service to our community.** We are dedicated to providing the highest quality of professional law enforcement service to our community. We strive to be an active, trusted partner with our community with the goal of enhancing the quality of life for our citizens.

**Accountability for our actions and results.** We hold ourselves accountable to the highest standards of professionalism, ethics and competence at every level of the department. We take responsibility for our performance and our actions and are willing to admit our mistakes.

**Team for the common good.** We understand the strength of cooperation and collaboration and that our success depends on our ability to perform together as one cohesive team. We are dedicated to creating a positive environment that fosters camaraderie and a winning spirit for the common good.

**Innovate to better serve.** We encourage new ideas that support the fulfillment of our mission. We value input that challenges our current ways of doing business in order to better deliver our services.

**Respect for the law.** We personally model law abiding behavior. We are empowered in the judicious application of authority by using discretion in the best interest of the individual and the community at large. We honorably perform our duties and exercise prudence in the use of our authority and power.

# ORGANIZATIONAL STRUCTURE

## Organizational Structure

The purpose of the organizational chart is to show the department's current staffing level and the expectations for 2016. With one position in the academy and two unfilled positions, the new Community Resources Officer (CRO) has been assigned to day shift patrol. He will also be transitioning to the CRO position through experience and training when he has available time during his shifts. Once the academy position is trained and ready to work the street, the CRO will be filled by the appointed officer. At this point, the CRO will become an independent position working outside of patrol.

Once the two open positions have been filled and properly trained, they will be assigned to graveyard shift to meet our goal of having at least two officers on duty per shift.

### Reserve Officers –

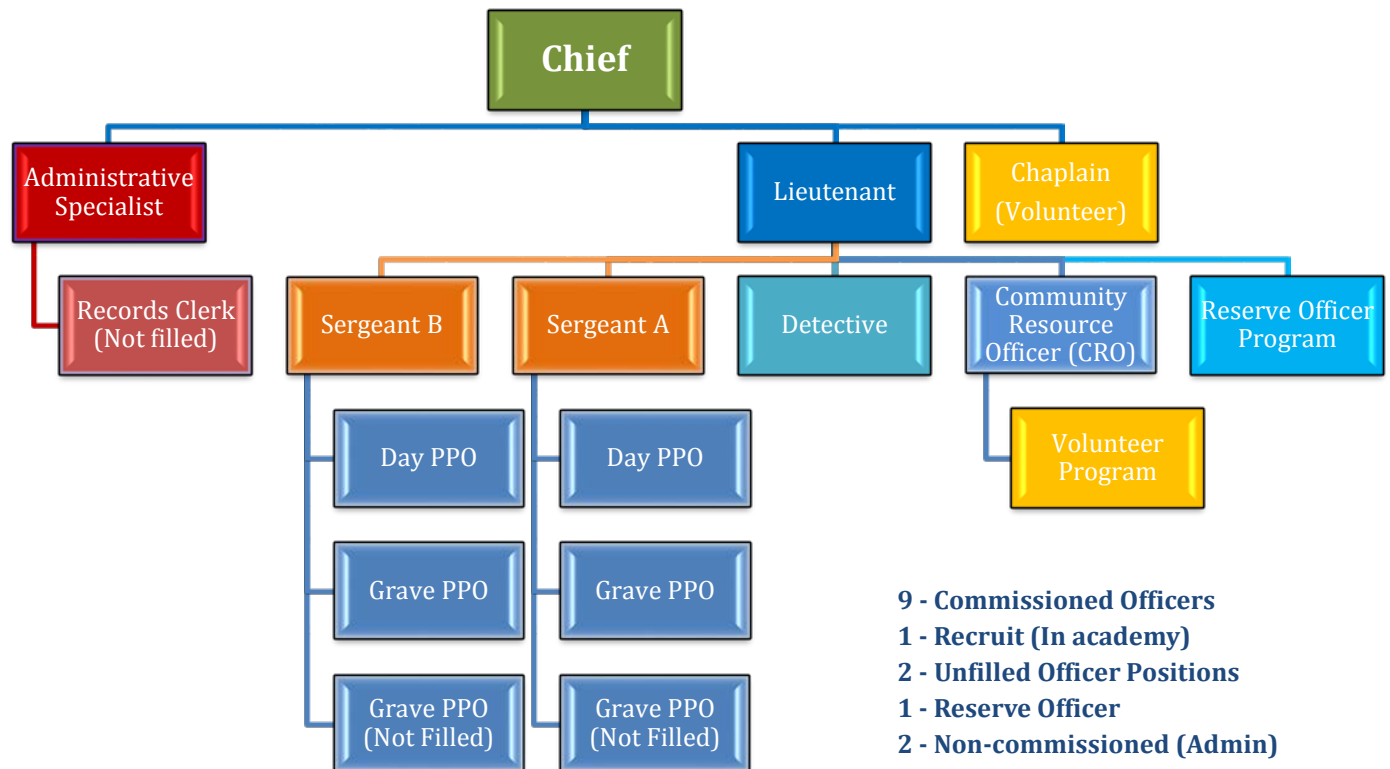
We did not have any reserve officers in the department in 2015. We have since hired one reserve officer who is assisting with accreditation as part of his training. He is also attending Police Reserve training monthly at the Fife Police Department reserve program and completing ride-alongs with DuPont officers as part of his training. He will attend the Fife Police Department Reserve Academy in September/October of 2016. We are also actively searching for reserve applicants and have been conducting backgrounds but have not been able to find any suitable candidates for the department.

My goal is to find and hire two more reserve officers to boost staffing and build our reserve officer program. Another goal is to fill our vacant Records Clerk position, but that may not be feasible until 2017. Our volunteer program has been a tremendous success in helping the police department prepare for accreditation, serve the walk-in public and assist with citywide special events.

Our Volunteer Chaplain Program, which has been in existence for many years, has never been better and continues to serve the police department employees as well as the public.

# ORGANIZATIONAL STRUCTURE

## 2015 Organizational Chart Current DPD Structure (Includes all authorized personnel)



**9 - Commissioned Officers**  
**1 - Recruit (In academy)**  
**2 - Unfilled Officer Positions**  
**1 - Reserve Officer**  
**2 - Non-commissioned (Admin) positions (1 not filled)**  
**1 - Police Chaplain (Volunteer)**  
**17 - Volunteers**

**Bob Sheehan – Chief of Police**

**Larry Holt – Lieutenant**

**Diana Hooft – Administrative Specialist**

**Chaplain – Greg Ford**

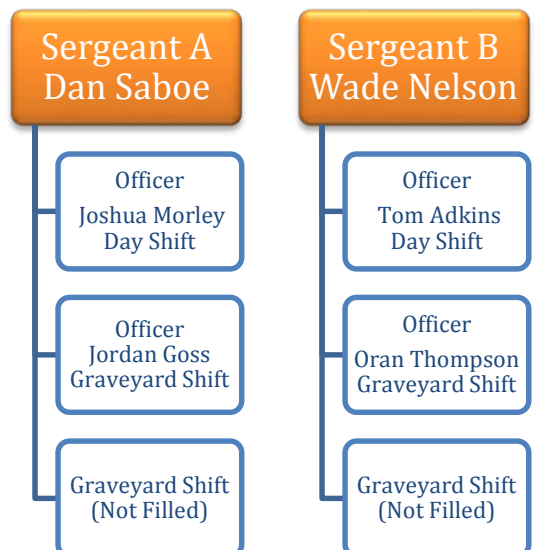
**Records Clerk (Not Filled)**

**Detective – Mike Cummings**

**Community Resource Officer – Joshua Morley (Currently Day Shift A)**

**Police Recruit (Currently in BLEA Academy) – Tony Chung**

**Reserve Officer – Wyatt Gustason (In Training)**



# ORGANIZATIONAL STRUCTURE

## Organizational Structure

### **Law Enforcement Contracts and Partnerships**

Animal Control – Lakewood Animal Control

Tacoma/Pierce County Humane Society

Municipal Court – Lakewood

Superior Court – Pierce County

Jail Services – Nisqually – Misdemeanors

Pierce County - Felonies

Property and Evidence – Pierce County

Records and 9-1-1 – South Sound 911

Radios – Pierce County

S.W.A.T. – Mutual aid with cooperative cities

Crime Response Unit (CRU) – Mutual aid with cooperative cities

Traffic Fatality Team – Mutual aid with cooperative cities

Commercial Vehicle Enforcement – cooperative cities

Honor Guard – cooperative cities

DUI Task Force – Tacoma/Pierce County



# BUSINESS PLAN UPDATE - 2015

## Business Plan Update - 2015

Included in this annual report is an update to our Department Business Plan (See below).

**WASPC  
Accreditation**



## Trail Watch Program



## Community Village Policing Plan



Citizens Academy



## Volunteers

**Community  
Resources Officer  
(CRO)**

# BUSINESS PLAN UPDATE - 2015

Strategic Priority 1: Integrate the use of data and technology							
Goal	Expected Outcomes/ Deliverables	Performance Indicator	Person Responsible	Key Actions	By When	Budget Allocation	Status Not started On schedule Some risk Behind
1. Create reliable system/method to track crime trends – DuPont Crime Information System (“DCIS”)	<ul style="list-style-type: none"> <li>Dashboard created</li> <li>Targeted crime enforcement</li> <li>Better use of resources</li> <li>Officers competent in using data for analysis and decision making</li> <li>Reduced crime rate</li> <li>Increased ability to efficiently respond</li> </ul>	<ul style="list-style-type: none"> <li>Crime rate</li> <li>Response time</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Integrate crime data analysis into monthly meetings</li> <li>Create crime dashboard</li> <li>Educate officers in analysis of data</li> </ul>	12/2015		<b>Behind</b> – New target date of Dec 2016
2. Update webpage	<ul style="list-style-type: none"> <li>User friendly webpage</li> <li>Satisfied citizens</li> <li>DPD better understood</li> </ul>	<ul style="list-style-type: none"> <li>Citizen satisfaction rating</li> </ul>	Sheehan Hooft	<ul style="list-style-type: none"> <li>Integrate program information onto new page</li> </ul>	3/2015		<b>Behind</b> -this item has been adjusted to Dec 2016
3. Purchase updated identification machine	<ul style="list-style-type: none"> <li>Enhanced security</li> <li>Improved efficiency (time and money)</li> </ul>	<ul style="list-style-type: none"> <li>Time to create new badges</li> </ul>	Hooft	<ul style="list-style-type: none"> <li>Research</li> <li>Purchase</li> </ul>	2/2015	\$5,000	<b>Complete</b>

# BUSINESS PLAN UPDATE - 2015

Strategic Priority #2: Strengthen community partnerships (Expand DPD's Community Policing program)							
Goal	Expected Outcomes/ Deliverables	Performance Indicators	Person Responsible	Key Actions	By When	Budget Allocation	Status Not started <span style="background-color: #90EE90;">On Schedule</span> Some risk <span style="background-color: #FF0000;">Delayed</span>
1. Complete Citizens' Academy (See Addendum)	<ul style="list-style-type: none"> <li>Enhanced community relationships</li> <li>Increased community satisfaction, sense of safety &amp; security</li> <li>Improved accessibility</li> <li>Enhanced service to community and villages</li> <li>Citizens better informed about DPD</li> <li>Increased pool of volunteers</li> <li>Stronger organized community structure</li> <li>Documented programs</li> </ul>	<ul style="list-style-type: none"> <li>Citizen satisfaction rating</li> <li># of citizen complaints</li> <li># of quality of life crimes</li> <li># of citizens who attend academy (target = 25)</li> <li># of volunteers (target = 6)</li> <li>Date organizing plan completed</li> </ul>	Sheehan Cummings Saboe Holt Ford	<ul style="list-style-type: none"> <li>Organize &amp; promote Citizens' Academy</li> <li>Conduct academy</li> <li>Gather feedback</li> </ul>	3/2015	\$10,000	Complete – 1 Academy scheduled for Fall 2016
2. Increase the Volunteer program and refine the development of the Chaplain program (See Addendum)				<ul style="list-style-type: none"> <li>Recruit volunteers</li> <li>Train volunteers</li> <li>Assess program, improve &amp; document</li> </ul>	12/2015	\$5000	Complete
3. Create plan to organize villages (See Addendum)				<ul style="list-style-type: none"> <li>Hire Safe Streets to create plan</li> </ul>	12/2015		Complete
4. Create the trail watch program (See Addendum)				<ul style="list-style-type: none"> <li>Identify interested volunteers</li> <li>Identify current or potential crime issues on trail</li> <li>Create program &amp; document</li> </ul>	5/2015		Complete
5. Create the process of an annual community survey				<ul style="list-style-type: none"> <li>Research best practices</li> <li>Develop DPD approach</li> </ul>	12/2015		Complete

# BUSINESS PLAN UPDATE - 2015

Strategic Priority 3: Enhance the professionalism of the department							
Goal	Expected Outcomes/ Deliverables	Performance Indicator	Person Responsible	Key Actions	By When	Budget Allocation	Status Not started On schedule Some risk At risk
1. Become fully accredited by WASPC	<ul style="list-style-type: none"> <li>Fully accredited police department</li> <li>Policies &amp; procedures updated to State standards</li> <li>More efficient &amp; certified processes &amp; programs</li> <li>Improved service to DuPont citizens</li> </ul>	<ul style="list-style-type: none"> <li>Mock eval passed</li> <li>WASPC certification date</li> <li>Citizen satisfaction rate</li> <li>Crime rate</li> </ul>	Sheehan Hooft Holt Saboe	<ul style="list-style-type: none"> <li>Create &amp; fund accreditation manager position</li> <li>Hire consultant to update policies and procedures</li> <li>Complete LEMAP (Loaned Exec. Mgt. Assistant Program)</li> <li>Conduct mock evaluation</li> <li>Assess department re: 132 standards</li> <li>Implement improved policies &amp; procedures</li> </ul>	10/2015	\$50,000	Behind – New target May 2016.
2. Implement new police union contract & negotiate future contract	<ul style="list-style-type: none"> <li>Agreed upon contract with Union</li> <li>Approved contract by Council</li> <li>Improved union relations</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction rating</li> <li>Contract within budget</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Review past contracts</li> <li>Agree on negotiation approach and desired outcomes</li> </ul>	7/2015		Complete
3. Design & implement annual performance evaluation	<ul style="list-style-type: none"> <li>Enhanced employee performance</li> <li>Increased employee satisfaction</li> <li>Enhanced supervisor/employee relationship</li> </ul>	<ul style="list-style-type: none"> <li>Research best practices</li> <li>Design &amp; document approach</li> <li>Train supervisors</li> <li>Implement</li> <li>Assess &amp; improve</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Create form</li> <li>Create coaching document</li> <li>Train supervisors</li> </ul>	1/2015		Complete

## BUSINESS PLAN UPDATE - 2015

Strategic Priority 3: Enhance the professionalism of the department (continued)							
Goal	Expected Outcomes/ Deliverables	Performance Indicator	Person Responsible	Key Actions	By When	Budget Allocation	Status Not started On schedule Some risk At risk
4. Continue to evaluate and improve police budget for cost efficiencies	<ul style="list-style-type: none"> <li>Balanced budget</li> </ul>	<ul style="list-style-type: none"> <li>Proposed to actual budget</li> </ul>	Sheehan Finance Dir. Hooft Saboe Holt	<ul style="list-style-type: none"> <li>Review budget monthly</li> </ul>	12/2015		Complete
5. Design and implement employee survey	<ul style="list-style-type: none"> <li>Enhanced employee performance</li> <li>Increased employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Assess and improve</li> <li>Continue to compare year to year</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Design Survey</li> <li>Research best practices</li> </ul>	12/2015		Complete

# BUSINESS PLAN UPDATE - 2015

Strategic Priority 4: Improve the use of resources and equipment							
Goal	Expected Outcomes/ Deliverables	Performance Indicator	Person Responsible	Key Actions	By When	Budget Allocation	Status Not started On schedule Some risk At risk
1. Replace 3 vehicles	<ul style="list-style-type: none"> <li>Improved reliability and response to priority 1 &amp; 2 calls</li> <li>More efficient vehicles</li> <li>Reduced repair expenses</li> <li>Increased community &amp; employee pride</li> </ul>	<ul style="list-style-type: none"> <li>Response time to priority 1 &amp; 2 calls</li> <li>Citizen &amp; employee satisfaction ratings</li> <li>Reduce repair costs</li> </ul>	Sheehan Saboe	<ul style="list-style-type: none"> <li>Assess current fleet</li> <li>Review state bid</li> <li>Obtain Council approval</li> <li>Apply graphics and appropriate equipment</li> </ul>	10/2015	\$140,000	Complete
2. Implement court contract with City of Lakewood	<ul style="list-style-type: none"> <li>Reduced court costs (cost efficient court services)</li> <li>Increased efficiencies (time)</li> </ul>	<ul style="list-style-type: none"> <li>Savings realized – court costs</li> <li>Reduced officer time loss</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Negotiate</li> <li>Review with legal and insurance</li> <li>Obtain approval</li> </ul>	1/2015		Complete
3. Implement jail contract with Nisqually Tribe	<ul style="list-style-type: none"> <li>Reduced jail costs</li> <li>Cost efficient jail services</li> </ul>	<ul style="list-style-type: none"> <li>Savings realized in contracted jail services</li> <li>Reduced officer time loss</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Negotiate</li> <li>Review with legal and insurance resources</li> <li>Obtain approval</li> </ul>	1/2015		Complete

# BUSINESS PLAN UPDATE - 2015

## Strategic Priority 5: Build a robust organizational structure to meet service demands

Goal	Expected Outcomes/ Deliverables	Performance Indicator	Person Responsibl e	Key Actions	By When	Budget Allocation	Status
							Not started <span>On schedule</span> Some risk <span>Behind</span>
1. Update department org structure	<ul style="list-style-type: none"> <li>2 officers during peak hours</li> <li>Improved employee performance &amp; satisfaction</li> <li>Improved citizen satisfaction</li> <li>Improved communication &amp; decision making</li> <li>Reduced liability</li> </ul>	<ul style="list-style-type: none"> <li># of officers per shift w/ supervisors</li> <li>Performance evaluation ratings</li> <li>Citizen satisfaction rating &amp; feedback</li> </ul>	Sheehan	<ul style="list-style-type: none"> <li>Research best practices</li> <li>Assess current structure</li> <li>Re-design based on key criteria</li> <li>Obtain approval</li> </ul>	Ongoing	TBD	<span>Behind</span>
2. Enhance DuPont PD Reserve program	<ul style="list-style-type: none"> <li>More staff available to supplement/ support patrol officers</li> <li>Increased service to citizens</li> <li>2 reserve officers hired</li> <li>2 officers trained</li> </ul>	<ul style="list-style-type: none"> <li># of reserve officers operational (target=2)</li> <li>Citizen satisfaction rating</li> <li>Overtime</li> </ul>	Sheehan Holt Adkins	<ul style="list-style-type: none"> <li>Review legality of stipends</li> <li>Attend reserve police academy</li> <li>Purchase equipment &amp; uniform</li> <li>Field train new reserve officer</li> </ul>	7/2015	\$10,000	<span>Behind</span> – New target Sept 2016
3. Create Community Resource Officer position	<ul style="list-style-type: none"> <li>Officer in place</li> <li>Policy revised</li> <li>Key programs more efficiently managed</li> <li>Codes better enforced</li> <li>Community satisfaction improved</li> <li>More efficient use of other officers</li> </ul>	<ul style="list-style-type: none"> <li>Citizen satisfaction rating</li> <li># of codes enforced</li> <li># of officers during peak hours</li> </ul>	Sheehan Hooft Holt Saboe	<ul style="list-style-type: none"> <li>Identify key programs (e.g. school liaison, code enforcement &amp; education, animal control)</li> <li>Write job description</li> <li>Secure academy slots</li> <li>Review applications</li> </ul>	7/2015  (note CRO position filled 2016)	\$102,790	In Progress – New target July 2016

## BUSINESS PLAN UPDATE - 2015

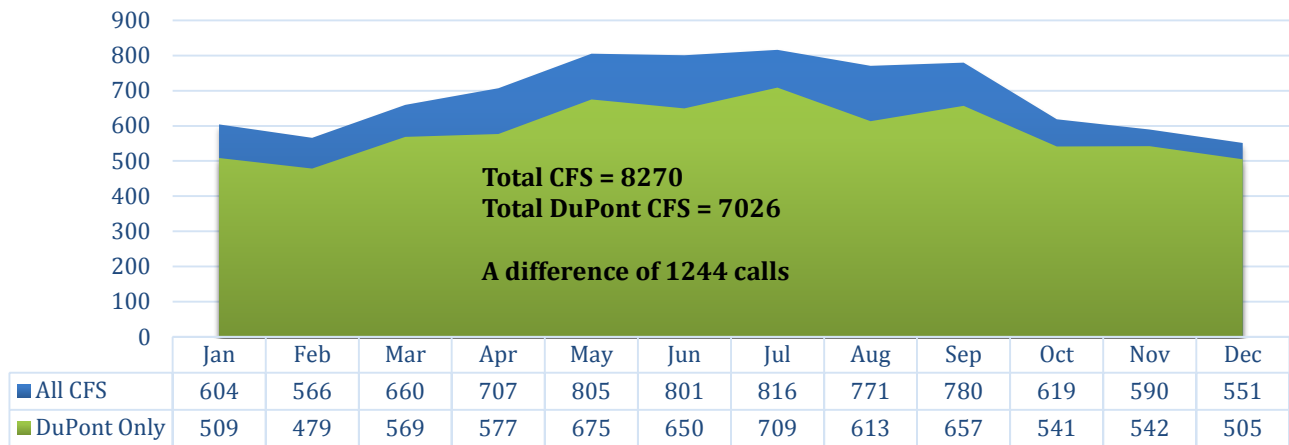
				<ul style="list-style-type: none"><li>• Hire commissioned officers (July)</li><li>• Update policy</li></ul>			
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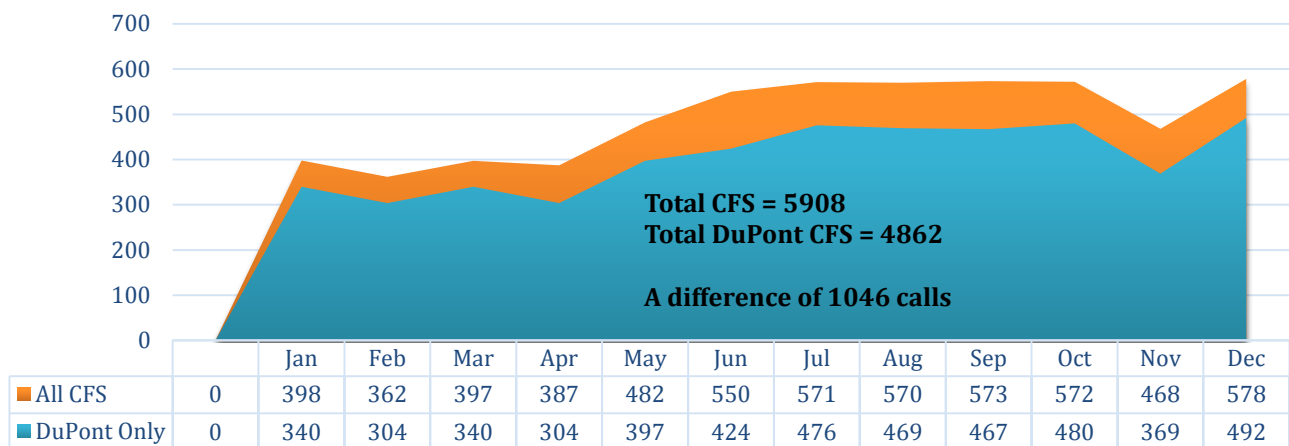
# DUPONT CRIME STATISTICS

## Dupont Crime Statistics

### Calls for Service (CFS) in 2015



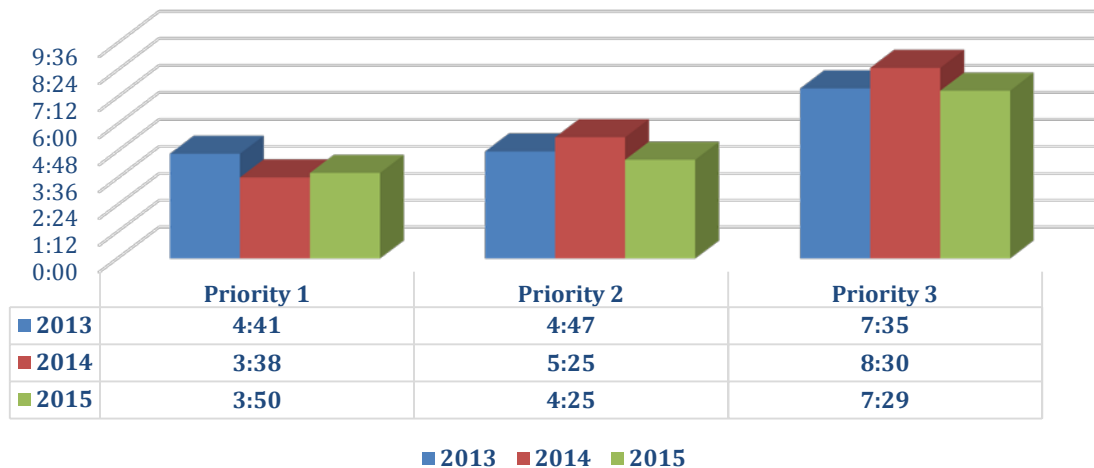
### Calls for Service (CFS) in 2014



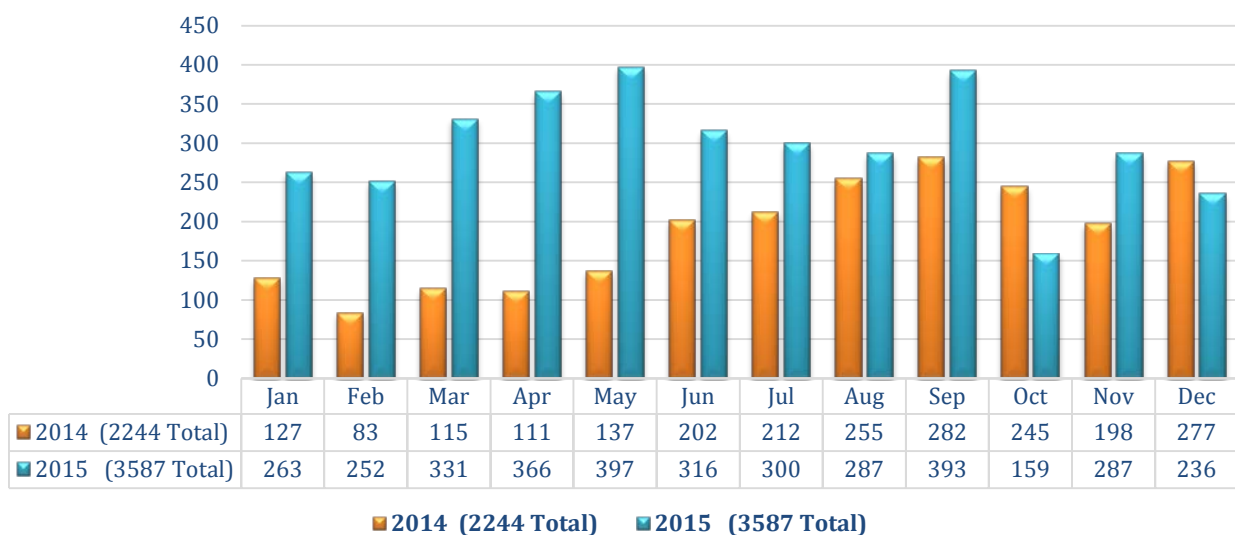
# DUPONT CRIME STATISTICS

## DuPont Crime Statistics

**Response Time Averages  
(3 Year Analysis)**



**Traffic Stops  
(2 year Analysis)**



# DUPONT CRIME STATISTICS

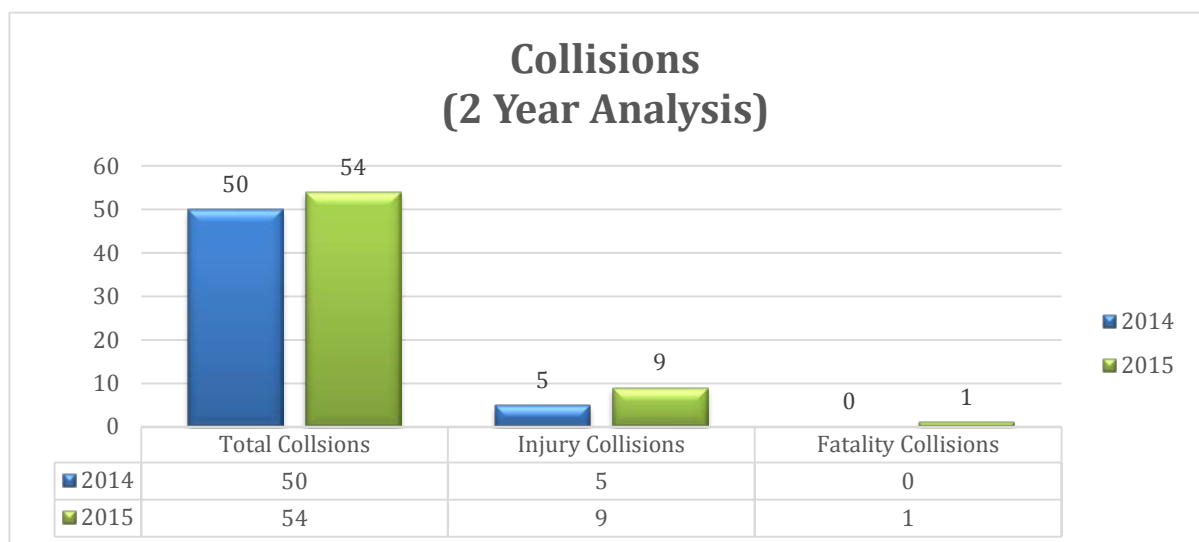
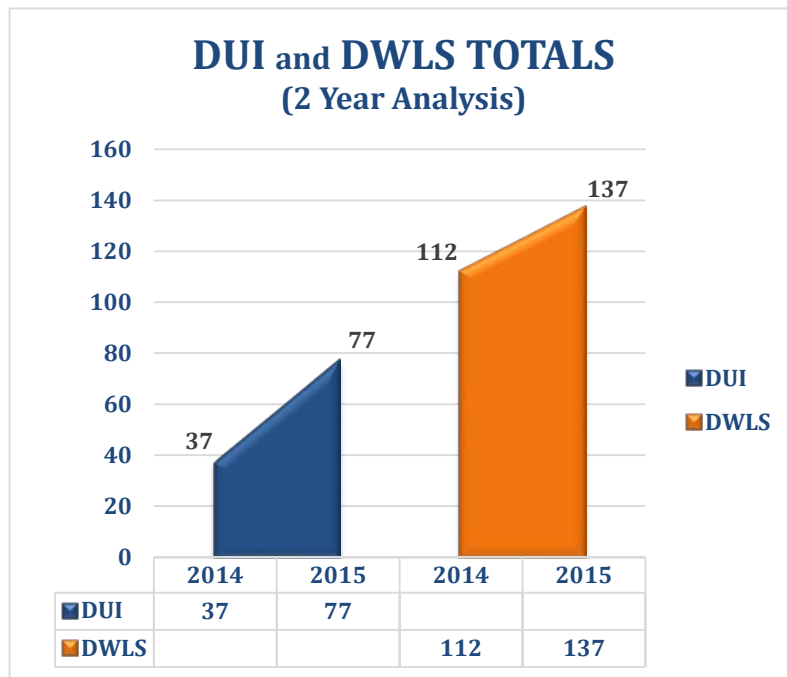
Below are the statistics for 2014 and 2015 Investigations that were assigned to the Detective for follow up.

DUPONT POLICE - INVESTIGATIONS		
	2014	2015
<b>Crimes Against Persons</b>		
Homicide	1	0
Assault - Felony	1	3
Assault - Misdemeanor	0	0
Sexual Assault	1	3
Kidnapping	1	0
Child Abuse	5	8
Robbery -Armed	0	1
Robbery - Strong-arm (no weapon)	0	0
Luring	0	1
Death Investigation (other than homicide)	1	1
Missing Person (not runaway)	0	1
Runaway Investigation (non-criminal)	0	2
Adult Protective Service Investigations	1	2
Harassment	0	1
Court Order Violation	0	3
<b>Crimes Against Property</b>		
Burglary	2	3
Arson	0	0
Theft - Felony	2	1
Theft - Misdemeanor	2	0
ID Theft/Fraud	7	4
Vandalism	1	3
Vehicle Prowl	0	6
<b>Other Crimes:</b>		
Drug Offenses	4	1
Sex Offender Violations	1	0
Fireworks Violations	1	0
<b>Other</b>		
Suspicious Person / Circumstances	2	3
Assist Other Agency	2	0
Sex Offender Monitoring	4	4

## DUPONT CRIME STATISTICS

Collision Investigation-Fatal injury	0	1
Collision Investigation-Injury	0	1
Collision Investigation-Property Damage	0	1
Reckless Driving	1	0
Citizen Report Follow Up	1	0
Total	41	54

# DUPONT CRIME STATISTICS



# COURTROOM STATISTICS

## Courtroom Statistics

### Case Filings

Month	Traffic	Non-Traffic	Parking	Total
Jan	43	0	0	43
Feb	60	0	0	60
Mar	101	0	1	102
Apr	150	1	0	151
May	109	0	0	109
Jun	87	0	0	87
Jul	82	0	0	82
Aug	99	0	0	99
Sep	154	0	0	154
Oct	122	0	0	122
Nov	67	1	0	68
Dec	69	0	0	69
Total To Date	1143	2	1	1146

DV Cases Filed W/Booking and Pending	
January	2
February	3
March	3
April	3
May	2
June	4
July	3
August	5
September	3
October	1
November	3
December	4
Total	36

### Total Filings to date:

**Infraction            1146**

**Criminal                234**

**2015 Case Filings  
and Hearings Held**

# COURTROOM STATISTICS

## Hearings Held

Month	Infractions				Criminal			
	Traffic	Non-Traffic	Parking	Total	DUI	Other Traffic	Non-Traffic	Total
Jan	1	0	0	1	0	2	4	6
Feb	7	0	0	7	3	7	10	20
Mar	14	0	0	14	4	10	11	25
Apr	30	0	0	30	1	9	13	23
May	30	0	0	30	7	17	15	39
Jun	30	0	0	30	10	17	14	41
Jul	34	0	0	34	3	13	13	29
Aug	37	0	0	37	13	15	19	47
Sep	41	0	0	41	10	23	18	51
Oct	54	0	0	54	16	19	17	52
Nov	45	0	0	45	9	18	12	39
Dec	48	1	0	49	20	29	13	62
<b>Total To Date</b>	<b>371</b>	<b>1</b>	<b>0</b>	<b>372</b>	<b>96</b>	<b>179</b>	<b>159</b>	<b>434</b>

# ANIMAL CONTROL

## Animal Control

### Lakewood Animal Control 2015 Annual Service Report for The City of DuPont

Type of Call	DuPont	Type of Call	DuPont
Threats to Public Safety	12	Dog/Cat Bite	4
Police Assist	29	Dog Attack	8
Stray Impound Dog	21	Barking Complaint	33
Stray Impound Cat	0	Leash Law Violation – Citation	27
Stray Impound Other		Leash Law Violation – Warning	24
Injured Dog	1	Warnings Other	29
Injured Cat	5	Citation Other	8
Injured Other	1	Door Posting	28
Owner Release Dog	1	Correction Notice	33
Owner Release Cat	3	Welfare Check	6
Owner Release Other	2	Phone Calls Received	215
Release To Owner	22	Phone Calls Returned	225
DOA Dog	0	Enforcer/Reports	3
DOA Cat	2	PPD/PD	10
DOA Other	1	Call Outs/Overtime	13
Lost/Found	40	Public Relations/Citizen Contacts	32
Gone On Arrival	5	Outside Agency Assist	3
Routine Patrol	12	Follow Up Field/Office	109
Nuisance Complaint	49	Training	4
Cruelty Complaint	3	Court Hearings	0
Neglect Complaint	2		

Total Activity: 1,027

Shelter: 91.85

Regular Hours 16.75



## Accreditation Reports

### Complaints/Inquiries, Performance Evaluations and Phone Log

The police department collects complaints from phone calls, emails, social media, and walk-ins at the police station. In 2015, the DuPont Police Department maintained an open line of communication with its citizens. We received 66 inquiries into police activity, criminal activity, public safety and other areas that our citizens had questions and felt we should know about. We also had 7 complaints relayed to the department with regard to specific complaints about our officers. These ranged from job performance, officer conduct, policy violations and biased-based policing. Each of the complaints were investigated and 6 of the 7 were found to be sustained. Letters were sent to the complainants at the conclusion of the investigations. The sustained complaints were handled by verbal counseling and additional training.

The one unfounded complaint dealt with biased based policing. We had a citizen feel he was being targeted for a traffic violation specifically because of his race. We were able to determine that was not the case. However, because of this perception, our officers are receiving training in biased-based policing in 2016.

1. Job performance	Sustained
2. Policy violation	Sustained
3. Officer Conduct	Sustained
4. Officer Conduct	Sustained
5. Biased-based policing	Unfounded
6. Policy violation	Sustained
7. Policy violation	Sustained

Our front office volunteers handled 871 public contacts either by phone or in person at the front counter of the police department.

Each employee of the DuPont Police Department received a coaching/counseling contact with their supervisor in July of 2015. An annual performance evaluation was conducted on each employee in December 2015. The annual performance evaluation is attached (See Attachment A) so that you can see what criteria is used and how it connects to our Mission, Vision, and Core Values.

# ACCREDITATION REPORTS

## 2015 Use of Force Report

Officers of the DuPont Police Department are given the tools to perform their jobs as professionally and safely as possible. Among these tools are the non-lethal options for use of force: OC, bean bags, TASER, baton, and Defensive Tactics. Our officers train biennially on these options. During the second half of 2016, officers will have the opportunity to train in the Lateral Vascular Neck Restraint (LVNR) to add to this list of non-lethal options.

During the year 2015, officers of the DuPont Police Department utilized non-lethal use of force 4 times. The following is breakdown of those incidents:

Oleoresin Capsicum – 0

TASER – 2

Bean Bag – 0

Baton – 0

Defensive tactics – 1

Stop sticks (pursuit) – 1

Euthanization – 1

The two (2) TASER applications were during arrest situations when the suspects became combative. One subject complained of injury and was checked out by the Fire Department. There was no injury to the subject. The defensive tactics application arose out of a physical domestic violence call with a child being reported as being in danger and being harmed. Officers forced their way into the residence under exigent circumstances and were able to physically subdue the suspect and remove the child from any harm.

Falling under the umbrella of use of force is the utilization of stop sticks. DuPont officers responded to an outside agency assist involving a vehicular pursuit. Our officer was able to get in front of the pursuit path and deployed a set of stop sticks to assist in stopping the suspect vehicle and was successful in his application. The euthanization of an animal is also covered in our Use of Force policies. A badly injured raccoon was dispatched by a single shot to end its misery.

All of these reported uses of force were reviewed by their supervisors and were within our policy. There were no injuries sustained by our officers or by the suspects in these incidents.

Robert Sheehan  
Chief of Police

# ACCREDITATION REPORTS

## 2015 Pursuit Report

This report will establish the baseline for future annual reports.

As part of their training and job, officers of the DuPont Police Department are given training in Emergency Vehicle Operations. Vehicular pursuits carry a lot of liability and we strive to make sure our officers are trained if they become involved in a pursuit. Another tool we provide to the officers are stop sticks - devices utilized to puncture the tires of the fleeing vehicle when successfully deployed in front of the suspect. During the year 2015, the DuPont Police Department did not initiate or actively participate in a vehicular pursuit. Our closest involvement was the deployment of the stop sticks during an outside agency assist. The assist was successful.

Pursuits – 0

Use of stop sticks – 1

To further provide additional tools and training, the DuPont Police Department will have training in the Pursuit Intervention Technique (P.I.T.) later this year. Having the ability to stop pursuits at the beginning before they escalate minimizes the chance of injury to officers, citizens, and suspects and can cut down the amount of property damage. I believe the addition of this training will be a successful tool for our agency.

Robert Sheehan  
Chief of Police

# DEPARTMENT TRAINING

## Department Training

The Department has successfully completed all state training requirements as required by the Washington State Criminal Justice Training Commission for 2015. We have also worked very hard over the last year to reach career certifications for the Chief of Police, the new Lieutenant position (mid-management) and for first-level supervisors. These certifications should be concluded within the next few weeks. Completing our training requirements for WSCJTC and career certifications will satisfy two accreditation requirements.

We are also expanding our officers' training in the areas of community policing, firearms, and defensive tactics. We have professionalized our policies and procedures and will continue to train our employees as new policies are updated or created.



# CITIZEN SURVEY

## Citizen Survey

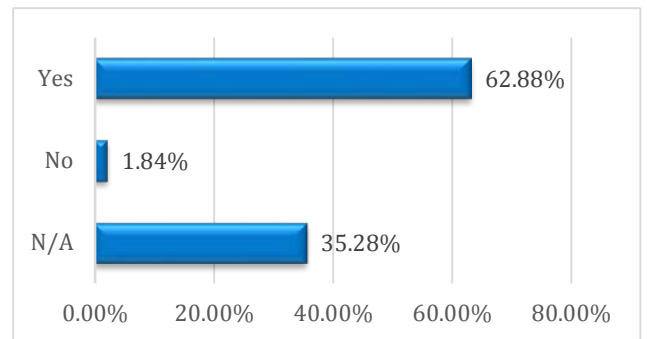
The DuPont Police Department policy manual requires that a citizen survey be conducted at the end of each year. The following survey was done through SurveyMonkey.com with the assistance of Amy Walker of Parks and Recreation Department. The survey reflects high satisfaction with the police department. Please see the following survey.

### Citizen Survey 2016

**Q1** When you call 911 (emergency or non-emergency) for assistance, are you satisfied with the response time?

Answered: 326 Skipped: 0

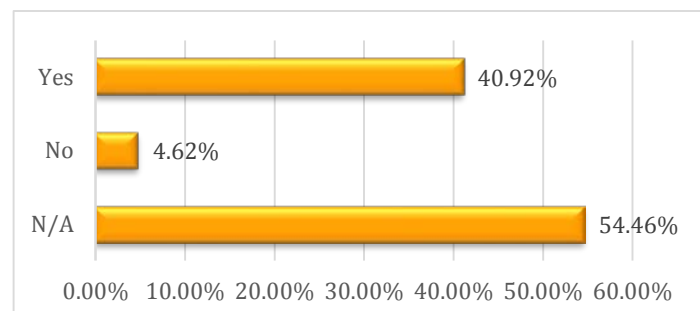
Answer Choices	Responses	
Yes	35.28%	115
No	1.84%	6
N/A	62.88%	205
<b>Total</b>	<b>326</b>	



**Q2** When you call the DuPont Police Department directly, are you satisfied with your experience?

Answered: 325 Skipped: 1

Answer Choices	Responses	
Yes	40.92%	133
No	4.62%	15
N/A	54.46%	177
<b>Total</b>	<b>325</b>	

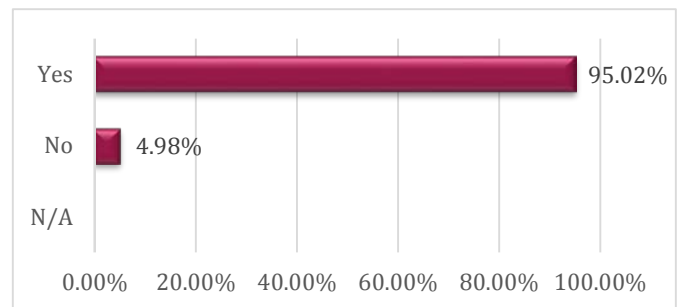


# CITIZEN SURVEY

**Q3** Is the DuPont Police Department noticeably visible and interactive with the community? (I.e. community meetings, public events, etc.)

Answered: 321 Skipped: 5

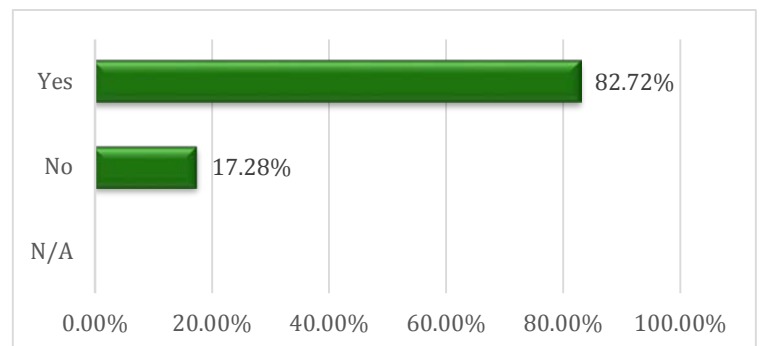
Answer Choices	Responses	
Yes	95.02%	305
No	4.98%	16
Total		321



**Q4** Are you satisfied with the traffic enforcement in DuPont?

Answered: 324 Skipped: 2

Answer Choices	Responses	
Yes	82.72%	268
No	17.28%	56
Total		324

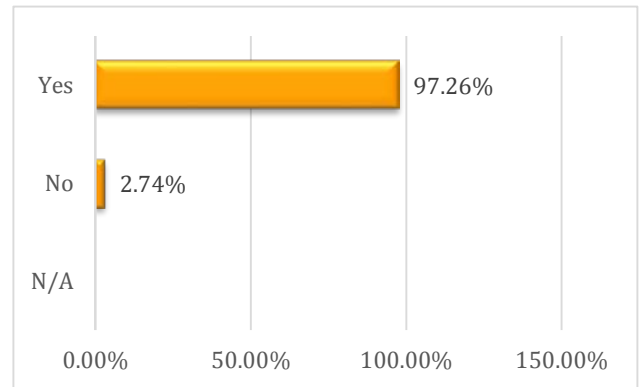


# CITIZEN SURVEY

Q5 When you contact the DuPont Police Department, do the officers and staff interact in a professional manner with you?

Answered: 292 Skipped: 34

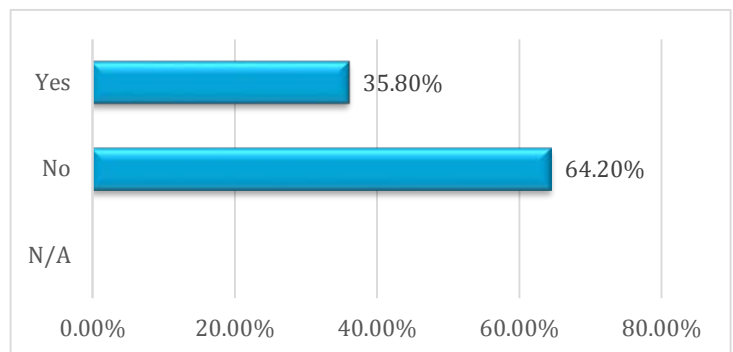
Answer Choices	Responses
Yes	97.26% 284
No	2.74% 8
Total	292



Q6 Prior to taking this survey, were you aware of the "See Something. Say Something" Tip Line? (253) 964-4275?

Answered: 324 Skipped: 2

Answer Choices	Responses
Yes	35.80% 116
No	64.20% 208
Total	324



# CITIZEN SURVEY

Q7 Select your areas of concern when related to Public Safety and Policing.

Answered: 274 Skipped: 52

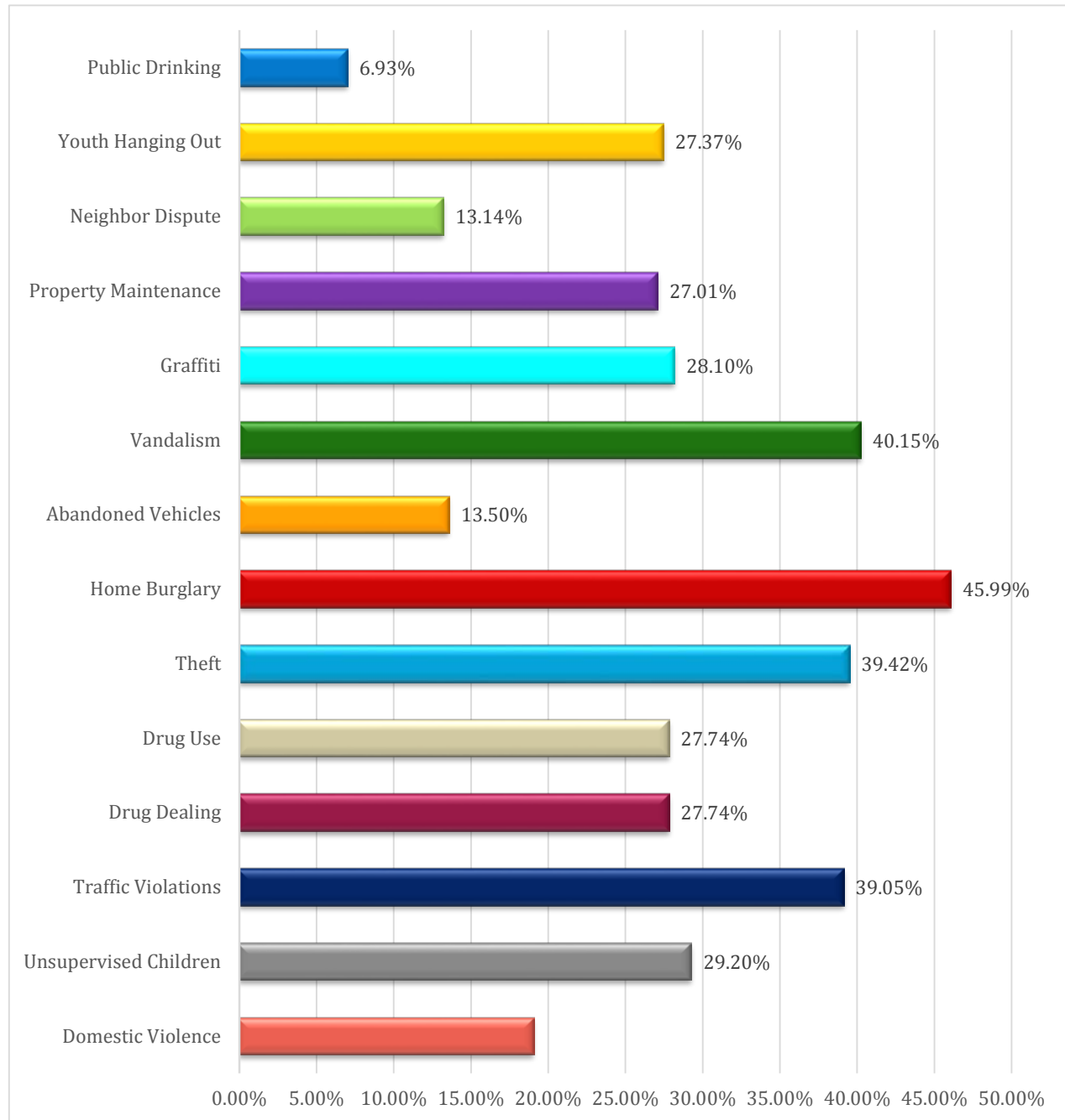
Answer Choices	Responses	
Public Drinking	6.93%	19
Youth Hanging Out	27.37%	75
Neighbor Disputes	13.14%	36
Property Maintenance	27.01%	74
Graffiti	28.10%	77
Vandalism	40.15%	110
Abandoned Vehicles	13.50%	37
Home Burglary	45.99%	126
Theft	39.42%	108
Drug Use	27.74%	76
Drug Dealing	27.74%	76
Traffic Violations	39.05%	107
Unsupervised Children	29.20%	80
Domestic Violence	18.98%	52
<b>Total Respondents: 274</b>		



# CITIZEN SURVEY

Q7 Select your areas of concern when related to Public Safety and Policing (continued).

Answered: 274 Skipped: 52



# EMPLOYEE SURVEY

## Employee Survey

The employee survey was accomplished through one-on-one meetings with the Chief of Police, who asked a series of 6 questions. The Chief took notes during the meetings and the employees' answers were recorded. The questions are as follows:

1. What is the most important contribution that you believe you can make to the department?
2. What do you see as the number one thing that hinders a department from being a cohesive team?
3. If you were the Chief, what would you want to change? What would you leave the same? What would you want to improve upon?
4. If you were a DuPont citizen, what would your expectations of the police department be?
5. On a scale of 1-5, with 1 being "Very" and 5 being "Not at all," how proud are you of your department? (circle one)
6. On a scale of 1-5, with 1 being "Very" and 5 being "Not at all," how firmly do you believe that you provide unconditional respect to our citizens and fellow employees, including volunteers? (circle one)

The following information are the results of the survey.

1. Develop a training program to better track training for all employees.
2. External vest carriers for officers.
3. Increase commissioned officers.
4. Purchase tracking software for complaints.
5. Online reporting for citizens.
6. Repair damaged equipment.
7. Add additional office staff (Records Clerk).
8. Allow officers to work out on duty.
9. Provide best quality contact to our citizens.
10. Provide best quality service to our citizens.

Questions 5 and 6 – Most employees answered 1 or 2.

The employee survey was an excellent opportunity for the Chief to spend time individually with each employee. Excellent recommendations were made that will be considered in the next business plan. The employee surveys will be conducted on a yearly basis per DPD policy.

# POLICE VOLUNTEER PROGRAM

## Police Volunteer Program

The volunteer program was established in mid-year 2014 and has expanded since its inception. Future yearly statistical comparisons will be based off of the 2015 program statistics. The volunteers contributed 2821 hours of service to the Police Department. Calculating their service based on a \$27.54<sup>1</sup> per hour wage, we saved roughly \$77,690 through this wonderful program.

The next page of this section contains the end of year report submitted by Lead Volunteer Larry Wilcox.



<sup>1</sup> Based on figures indexed by Independent Sector ([https://www.independentsector.org/volunteer\\_time](https://www.independentsector.org/volunteer_time))

# POLICE VOLUNTEER PROGRAM

## DUPONT POLICE VOLUNTEER PROGRAM END OF THE YEAR REPORT -2015

**TO:** Chief Bob Sheehan

**FROM:** Larry Wilcox

**RE:** End of the year report

During the year the DuPont Police Department Volunteer Program provided a total of 2821 hours of volunteer service to the police department and the DuPont community. Their duties have be categorized into the following events:

- Desk Duty: 1625 Hours
- Community Events: 196 Hours
- Public Education: 45 Hours
- Radar Trailer Duty: 213 Hours
- Volunteer Training: 176 Hours
- Administrative: 521 Hours
- Community Service: 45 Hours

**Desk Duty:** Answering the phone, helping individuals who come in for information, running errands, working on special projects and collecting and distributing mail.

**Community Events:** Volunteers help plan and operate city and police events. Events include: Shamrock Run, Run to Remember, the Police Memorial Program, Public Safety Fair, National Night Out, Safe Street Programs, Monthly Meet the Chief, and Fourth of July.

**Public Education:** Connect with Kids Program - Each and every Wednesday of each month at Chloe Clark Elementary School the Chief and lead volunteer either greet the students in the early morning or have lunch with the students, alternating each Wednesday.

**Radar Trailer:** The trailer is taken out to pre-determined locations throughout the city by volunteers. It has proven to be a good deterrent for speeders.

**Volunteer Training:** Has been going on throughout the length of the program (June 2014 to date). It includes monthly volunteer meetings (discussions and training for working in the police department) and the use of the police ATV.

**Program Oversight:** Lead Volunteer (Administrative) is responsible for managing the volunteers, writing monthly reports, helping with planning and operating community events, running errands, acquiring and interviewing prospective volunteer candidates, communicating with the community in regard to city events, keeping abreast of the needs of the police department, aiding in planning a disaster preparedness program for the City of DuPont, and to respond to any special requests.

**Community Service:** Trail Watch Program - volunteers take out the police ATV on the 20 plus miles of trails surrounding DuPont to watch for trail violations, rubbish and to report to the Public Works Department any trail damage.

# POLICE VOLUNTEER PROGRAM

The current Police Volunteers are listed below:

JOHN APPELT  
KIM DANEK  
CINDY ELIEFF  
SANDY HILL  
LOUIS JIMINEZ  
LINDA JORDAN  
AUSTIN LEACH  
LOUIS MARTIN  
CARL OTT

KURT SCHOU  
JIM SKINNER  
RAY SMITH  
DORIS STEWART  
RON STEWART  
SABINA TAYLOR  
JEAN WILCOX  
LARRY WILCOX  
STEVE YOUNG

According to Police Chief Bob Sheehan, the Volunteer Police Program has been a success.

Submitted by

Larry Wilcox, Lead Volunteer

## Records, Radios and Property and Evidence

### RECORDS –

In 2015, we negotiated a new contract with South Sound 911 which will enhance our ability to serve the public. This contract will also create efficiencies in our record keeping, public records requests and police reports.

### RADIOS –

Our radio reception and equipment have never been better. Our relationship with South Sound 911 is strong and will continue to grow in 2016.

### PROPERTY AND EVIDENCE –

We currently contract property and evidence services with the Pierce County Sheriff's Office Property Room. This has proven to be a very efficient way to handle property and evidence. During 2015, we trained Officer Morley to be the lead property room officer for DuPont and made Diana Hooft the backup for Officer Morley. The backlog of evidence items has been processed and moved to the Pierce County Sheriff's Office Property Room. The DuPont temporary evidence room has been cleaned up and new policies have been put into effect for its use. This was all completed in 2015. We have conducted 2 audits on our evidence in the Pierce County Property Room for accreditation purposes and they have proven to us that our evidence is properly stored and accounted for.

In conclusion, the DuPont Police Department should have accomplished all accreditation requirements in training, records and evidence.

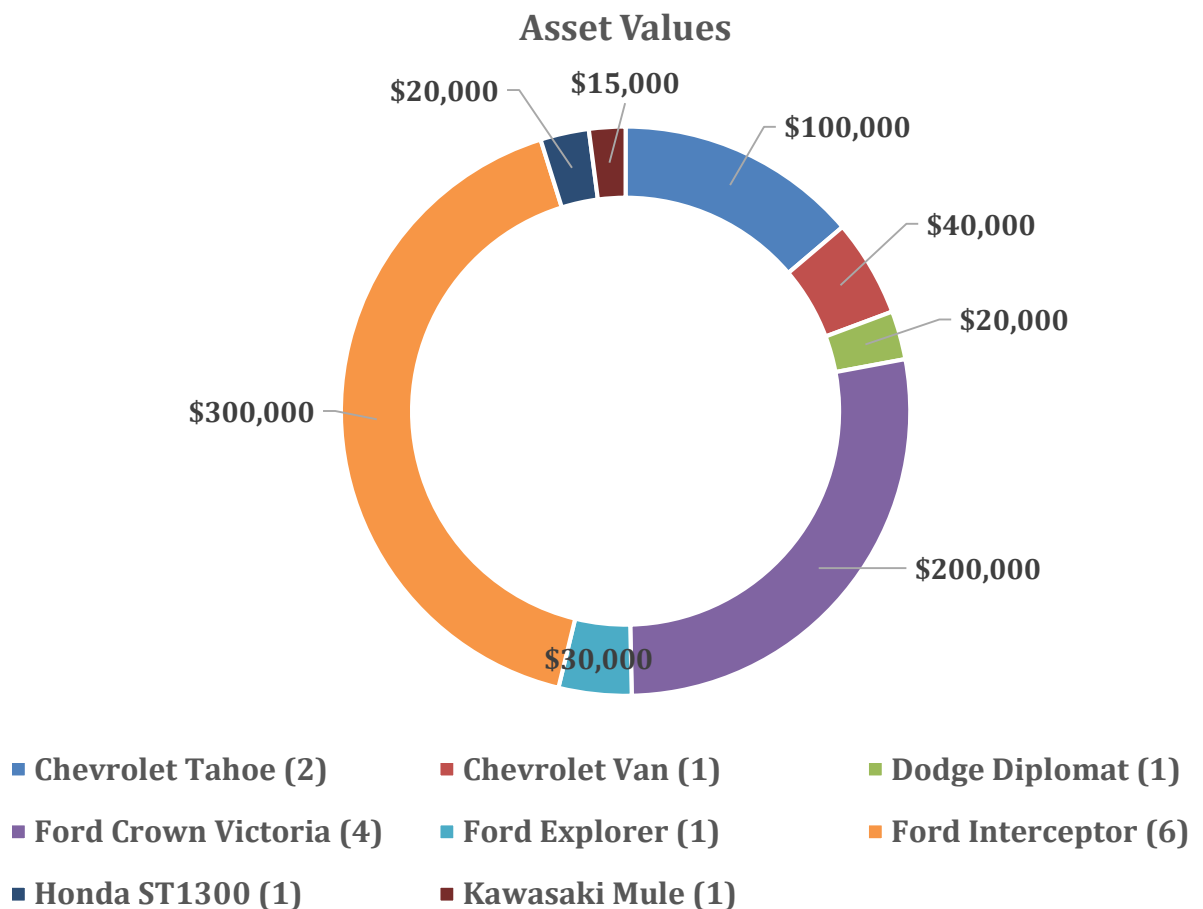
# POLICE FLEET INFORMATION

## Police Fleet Information

Unit #	Year	Make/Model	Mileage	Condition	Suggested Replacement	Cost Estimate	Assignment	Operator
150	2015	Ford Interceptor	14402	Excellent	2023	\$50,000	Patrol	SGT Saboe
151	2015	Ford Interceptor	20463	Excellent	2023	\$50,000	Patrol	OFC Adkins
152	2015	Ford Interceptor	29612	Excellent	2023	\$50,000	Patrol	SGT Nelson
153	2015	Ford Interceptor	10008	Excellent	2023	\$50,000	Patrol	(Spare)
154	2015	Ford Interceptor	17830	Excellent	2023	\$50,000	Patrol	OFC Goss
155	2015	Ford Interceptor	10080	Excellent	2023	\$50,000	Patrol	OFC Thompson
156	2015	Chevrolet 1500	2300	Excellent	2024	\$50,000	CRO	OFC Morley
101	2010	Chevrolet Tahoe	69207	Good	2019	\$50,000	Administration	Chief Sheehan
111	2010	Chevrolet Tahoe	65750	Good	2019	\$50,000	Administration	LT Holt
091	2009	Ford Crown Victoria	90001	Good	2016	\$50,000	Investigations	DET Cummings
092	2009	Ford Crown Victoria	101934	Good	2016	\$50,000	Patrol	(New Hire)
093	114774	Ford Crown Victoria	114774	Good	2017	\$50,000	Patrol	(New Hire)
081	2008	Ford Crown Victoria	141076	Fair	2018	\$50,000	Patrol	(Spare)
044	2004	Chevrolet Van	109421	Fair	2020	\$40,000	Evidence	Police Personnel
442	2000	Ford Explorer	107482	Fair	-----	\$30,000	Volunteer Vehicle	Volunteers
073	2007	Honda ST1300		Good	-----	\$-----	Motors	OFC Adkins
157	2015	Kawasaki Mule	N/A	Excellent		\$15,000	Trail Patrol	Officers, Volunteers
N/A	1983	Dodge Diplomat	N/A	Rebuilt	-----	\$20,000	Community Events/Historic	DPD*
*This Vehicle is currently undergoing a restoration. Once it is complete, it will be used for community events to include the 4 <sup>th</sup> of July parade, the annual Safety Fair, neighborhood events and general patrolling. Operators would include the Chief of Police and officers of the DuPont Police Department.								

## POLICE FLEET INFORMATION

Vehicle(s)	Total Value
Chevrolet Tahoe – 2	\$100,000
Chevrolet Van - 1	\$40,000
Dodge Diplomat - 1	\$20,000
Ford Crown Victoria - 4	\$ 200,000
Ford Explorer - 1	\$30,000
Ford Interceptor - 6	\$300,000
Honda ST1300 - 1	\$20,000
Kawasaki Mule - 1	\$15,000





## Hiring

The DuPont Police Department is attempting to meet its staffing levels through the hiring of entry-level and/or lateral police officer candidates. The present state of the department is that we have one officer in the WSCJTC Academy (Anthony Chung) who should be completing the academy on May 11, 2016. Once he graduates from the academy, he will begin the department's Field Training Officer (FTO) program. If he successfully completes the FTO program, he will begin working the street in a probationary status. The probationary period lasts for 18 months from the date of hire. Lateral applicants have a probationary period of one year from the date of hire.

We currently have two open commissioned positions. There are two ways to hire commissioned employees; the lateral process and the entry-level process.

### **Lateral**

Lateral employees typically come from other police departments within the state of Washington. There are some applications who apply from other states and Washington State law dictates from which states we can draw applicants from. Lateral applicants are officers who have already attended the WSCJTC Academy and are presently commissioned in another police agency. In essence, a lateral candidate transfers from his or her old agency to ours.

The first step in this process is for the candidate is to fill out an application through the city Human Resources Department. Selected applicants will attend an interview with the police department (Oral Board). Once the oral interview is completed, the successful lateral candidates are placed on a certified Civil Service list for hiring. If a lateral candidate is being considered for hiring, the background will be conducted on the candidate. Candidates who pass the background investigation are scheduled for a one-on-one meeting with the Chief of Police which may lead to a conditional offer of employment.

The next steps in the hiring process are as follows:

- A. Polygraph examination
- B. Psychological examination
- C. Medical examination with drug screening

At the successful completion of these examinations, the candidate is offered a position of full time employment. Once hired, he or she will begin the FTO program. Once the probationary officer successfully completes the FTO program, he or she is placed on patrol. Lateral Officers have a probationary period of one year from date of hire.

# HIRING

## **Current Status**

We have received two lateral officer applications. We will be establishing a certified list through the Civil Service Commission after conducting oral interviews this month (March 2016). We will be looking at this list to fill our two open positions if we don't find suitable candidates.

## **Entry Level**

Our department contracts with Public Safety Testing.com to provide us with interested entry-level candidates. This company administers the written and physical agility tests for us. The results of the testing are sent to us from the candidates who are interested in working for this agency. The applicants will be invited to attend an interview with the police department. Once the oral interview is completed, the successful entry-level candidates are placed on a certified Civil Service list for hiring. If an entry-level candidate is being considered for hiring, the background will be conducted on the candidate. If he or she passes the background investigation, the one-on-one meeting with the Chief of Police follows along with a conditional offer of employment after a satisfactory meeting.

The next steps in the hiring process are as follows:

- D. Polygraph examination
- E. Psychological examination
- F. Medical examination with drug screening

At the successful completion of these examinations, the candidate is offered a position of full time employment. Once hired, the recruit will be then scheduled for an academy class within 6 months of the hiring date. Upon successful completion of the academy, the officer will begin the department's FTO program. Once the officer successfully completes the FTO program, he or she is placed on the street on their own. Entry Level officers have a probationary period of 18 months from the date of hire.

## **Current Status**

We have completed testing with Public Safety Testing.com and have pulled a list of 35 candidates. We will be establishing a certified list through the Civil Service Commission after conducting oral interviews this month (March 2016). We will be looking at this list to fill our two open positions if we don't fill them with lateral new hires.

## **Reserves**

We have established a new Reserve Officer program based on the Fife Police Department's very successful program. We have new policies and procedures on how the program will be operated and have hired one candidate for the reserve program. We are hoping to hire a second candidate later this year. Reserve candidates are processed for hiring the same as entry-level and lateral

# HIRING

applicants. Reserve officers are a limited commission position and a non-paid member of the department. They are armed and perform police duties.



# COMMUNITY POLICING PROGRAM

## Community Policing Program

### Community Policing in 2015

1. Volunteer program (please refer to page 2)
  - a. Radar trailer
  - b. Front desk position
  - c. Special events
  - d. Special projects
  - e. Trail Watch program
2. Citizen's Academy
3. Connect with Kids
  - a. DuPont Police challenge
  - b. Chloe Clark Meet and Greet
  - c. Phoenix program
  - d. Little League baseball team
4. Coffee with the Chief
5. Restoration of Dodge Diplomat police car
6. Speed sign program
7. Park camera program
8. Community Policing Village Program -



The plan for this program was established in 2015. The purpose of this plan is to establish an organized community group within each village of the city of DuPont. Each village will also have an officer from the DuPont Police Department assigned to work with the organized group and to conduct police activities in that specific village. The Community Resources Officer (CRO) will be the program manager for this program. This program is part of a partnership with the Safe Streets organization who have been contracted for the implementation and maintenance of this program. We have conducted community meetings to get our citizens' feedback on what this program should be. The Community Village Policing Program is currently in its first phase of implementation and the citizen reactions to the program has been very favorable. This program will continue expanding throughout 2016.

9. Community Resources Officer (CRO) Program -

This program was planned in 2015. The DuPont City Council approved the position to be filled in July 2015. Officer Joshua Morley was identified as the Community Resources Officer for DuPont in July 2015. He received training throughout the second half of 2015 and the program was implemented in January of 2016. Due to staffing issues, Officer Morley has been assigned to day shift patrol and in his spare time is conducting CRO duties. Once Officer Chung has completed the academy and his FTO, Officer Morley will be reassigned from his patrol duties to full time CRO. He is still training with DuPont Fire and the Fire Marshall to prepare for code enforcement duties.



# SPECIAL EVENTS

## Special Events

Below is a list of special events that the DuPont Police Department participates in:

Seahawks Rallies

Shamrock walk

Annual Easter egg hunt

Memorial Day

Annual Safety Fair

Annual Auction

Citywide Yard Sale

Fourth of July

Car Show

Hudson Bay Heritage Days

National Night Out

Fall Festival

Downtown trick-or-treating

Annual Christmas Tree Lighting



# ATTACHMENT A

## Attachment A

DPD Annual Performance Evaluation				
<b>Purpose:</b> To improve the performance and professionally develop DPD employees. The process is forward-looking, not dwelling on the past, but focusing on what can be done better to assure success in the future.				
<b>Date of Evaluation:</b>		<b>Evaluation Period</b>		
		From: December 2013	To: December 2014	
Employee Information				
Last Name	First Name	MI	Assignment	Rank
Evaluator				
Last name	First Name	MI	Rank	
DPD Core Values				
<b>Act with integrity</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Respect for employees and citizens</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Service to community</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Accountability for our actions and results</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets Standards	<input type="checkbox"/> Exceeds Standards
	<b>Comments and examples required:</b>			
<b>Team for the common good</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			

# ATTACHMENT A

DPD Core Values (continued)				
<b>Innovate to better serve</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Respect for the law</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets Standards	<input type="checkbox"/> Exceeds Standards
	<b>Comments and examples required:</b>			
DPD Core Competencies				
<b>Appearance, bearing, attire</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Communication</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Leadership</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			
<b>Problem solving &amp; decision making</b>	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	<b>Comments and examples required:</b>			

# ATTACHMENT A

Technical proficiency & job knowledge	<input type="checkbox"/> Does not meet standards	<input type="checkbox"/> Needs improvement	<input type="checkbox"/> Meets standards	<input type="checkbox"/> Exceeds standards
	Comments and examples required:			

<p align="center"><b>Special Teams/Extra Duties</b></p> <p><i>List any special teams, special projects, collateral assignments that employee has been involved with.</i></p>
<p align="center"><b>Goal Setting and Career Development</b></p> <p><b>Goal Setting:</b> List 2-3 specific performance goals for the next evaluation period. These can be strengths to more fully develop or weaknesses to improve. Goals should be "SMART": <i>Specific, Measurable, Attainable, Results-focused, Time-bound.</i></p>
<p><b>Career Development Interests/Recommendations:</b> <i>Note both employee's career interests as well as supervisor's recommendations and plans to achieve career goals.</i></p>
<p align="center"><b>Approval and Comments</b></p> <p><b>Evaluator Signature:</b> _____  <b>Date:</b> _____</p> <p><i>This report has been discussed with me. I understand that my signature does not necessarily indicate agreement.</i></p> <p><b>Employee Signature:</b> _____  <b>Date:</b> _____</p>



## ATTACHMENT A

☐ I do not intend to appeal this evaluation.

☐ I intend to appeal this evaluation.

**Employee comments (optional):**

**Reviewer Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

☐ A copy of this completed evaluation report has been provided to the employee by the final reviewer.

**Reviewer comments (optional):**

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